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Mayor's Office of Community
Development



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**OPERATING PROCEDURES
MANUAL**

Program Year 2000

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

&

EMERGENCY SHELTER GRANT (ESG)

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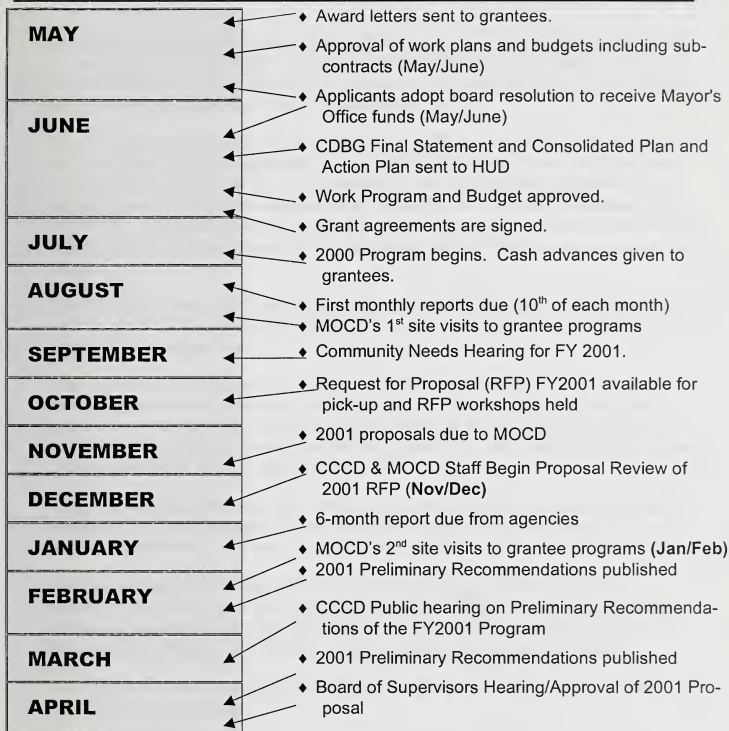
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Chart No. 1 Program Schedule (Tentative) – Fiscal Year 2000 (2000-01)



1. INTRODUCTION

1.1 WELCOME

On behalf of the Mayor's Office, we welcome your agency to the Community Development Block Grant (CDBG) and Emergency Shelter Grant (ESG) family. You are key participants in an ongoing effort to assist the development of lower income communities and we value your work and dedication.

As a recipient of a grant award from the Mayor's Office, you are required to carry out your important work in compliance with all applicable federal, state, and local laws and regulations. To assist you with compliance and with effectively operating and managing your program, we are providing you with this Operating Procedures Manual (OPM). Use it as a resource guide for general information on procedures as well as for the minimum requirements for establishing internal financial and programmatic control.

The OPM is divided into three main sections. The first provides information on financial management, the second on program management and the last on general administrative procedures.


After the OPM, in the tab section, you will find all of the report forms, required sub-contracting provisions, and other helpful guides. In addition, this year we have added a few helpful quick reference pages: important phone numbers and helpful web sites, a Mayor's Office yearly calendar (Chart No. 1), and a quick guide on what to submit with your monthly reports.

Finally, we are providing you with this binder so that you can keep the OPM, the report forms, the grant agreement, two computer disks (each containing this manual and the report forms), and other important information in one central location!

While you should refer to the OPM and this binder as your initial source for researching the answer to a question, it does not replace the professional guidance offered by Mayor's Office staff. Should you discover that your question can not be answered by reviewing this manual, please contact your grants coordinator.

Once again, we welcome you and look forward to working with you, as partners, in this vital community work.

Pamela H. David
Director



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2. FINANCIAL MANAGEMENT

2.1 Budgets

The financial budget is a projected expenditure schedule for a given grant agreement term. The annual project budget and requests for budget revisions should be submitted using the standardized forms included in this manual. These forms are designed to provide line item detail for CDBG/ESG funded projects by cost categories (line items). Program funding from non-CDBG/ESG sources must be reported. Grant agreements cannot be implemented without an approved budget.

After initial approval, your agency may make adjustments up to 10% within budget cost-categories (line items). Any budget revision between cost categories requires prior written MOCD/MOH approval. There is a limit of two budget revisions during the term of the agreement.

2.2 Reimbursement of Expenses

CDBG/ESG grants are awarded on a cost reimbursement system. This means we reimburse you for your expenses. There is a three step process for reimbursement: you provide us with completed monthly cost and program report forms and supporting documents; we review these documents for eligibility and compliance; and the city issues a check.

Monthly cost reimbursement requests and program progress reports should be submitted using the standardized forms included in this manual. Copies of supporting documents (including invoices, delivery slips and photocopies of checks used for payments) are required for expenditures of \$100 or more. On occasions, we will question reimbursement of specific items because of concerns of validity or compliance. These *questioned costs* must be resolved within ninety days after a specific request for reimbursement has been denied.

2.3 Cash Advance

Generally, after your grant agreement has been signed, we issue a cash advance approximately equal to one-sixth of your grant amount. This cash advance is usually paid back by deducting the cash advance amount from invoices submitted during the final two months. Grantees are responsible for repayment of this cash advance. Reimbursement for future/other contracts may be held up if you fail to repay or resolve a cash advance.

2.4 Equipment Purchase and Travel

Prior written MOCD/MOH approval is required for equipment purchases of \$500 or more, all out-of-city travel, and any personal or contractual services (consultants, independents contractors, sub-contracts/3rd party contracts). Expenditures made prior to obtaining written approval are ineligible for reimbursement. Prior written approval can only be obtained by completing and submitting Form H: Request for Approval of Subcontract and

Equipment Purchase. For out of city travel, submit a letter of request to your grants coordinator for approval.

2.5 Insurance

Current insurance coverage is required prior to reimbursement for any expenditure. Please refer to the Insurance Guide for additional assistance. The minimum requirement for insurance coverage during the contract term is:

- I. **Workers' Compensation:** including Employers' Liability \$500,000 coverage each accident;
- II. **Comprehensive General Liability:** \$500,000 each occurrence;
- III. **Comprehensive Automobile Liability:** \$500,000 each occurrence (owned, non-owned & hired vehicles; Automobile insurance is not required if employees do not operate motor vehicles while conducting official business.
- IV. **Professional Liability:** \$250,000 each occurrence for consultants, such as architects and engineers;
- V. **Property:** 100% replacement value less deductible if HUD funds are used for capital improvements;
- VI. **Blanket Fidelity Bond:** 15% of grant amount (of administrative funding only) for loss of funds caused by dishonesty of employees.

2.6 Contract Close-Out

Your agency has a maximum of sixty days from the termination date of the grant agreement to submit final cost/program reports for reimbursement. Only those costs incurred during the term of the grant agreement are eligible for reimbursement. After the ending date of your grant, the grant will be reduced by the amount of the unexpended funds. We do not need your approval to modify the contract to close out unexpended balances.

2.7 Audits

If your agency expends \$300,000 or more in federal funds from all sources (including grants, loans, program income, etc.), you must submit a copy of an independent audit completed within nine months following the end of your fiscal year. This audit should meet the OMB Circular A-133 federal requirements. If your agency expends less than \$300,000 in federal funds, provide a letter stating that your agency spent less than \$300,000 in federal funds during the program year. Under specific circumstances, we can require audits from agencies expending less than \$300,000 in federal funds.

2.8 Ineligible Costs

The following costs are specifically ineligible:

- I. Advertising *not* associated with personnel recruitment, procurement of goods and services, and disposal of surplus property;

2. FINANCIAL MANAGEMENT

- II. Bad debts and/or any losses arising from un-collectible accounts;
- III. Contributions;
- IV. Donations to a contingency reserve or unforeseen events;
- V. Costs of amusement, social activities and incidental entertainment costs including meals, beverages, lodging and gratuities related to meetings, office parties or other entertainment functions;
- VI. Fines and penalties resulting from violations or failure to comply with laws and regulations;
- VII. Membership expenses in lobbying organizations;
- VIII. Interest and other financial costs;
- IX. Personal items;
- X. Legal fees;
- XI. Costs associated with out-of-County air/ground travel, equipment and subcontracts that were incurred prior to obtaining written approval from MOCD/MOH.
- XII. Stipends or salaries for interns or trainees participating on-the-job training programs.

2.9 Matching Grants and In-Kind Contributions

Matching contributions can take the form of cash, non-city cash equivalent services, equipment, or other non-expendable property. Cost principles for valuation of in-kind and other contributions must include:

- I. There must be verifiable records;
- II. Should not be included as a contribution for any other federally-assisted program;
- III. Value of services should be consistent with those paid for similar work;
- IV. Value of property must be at fair market value;
- V. Volunteer services must be documented (names, addresses, dates and hours of work);
- VI. Basis for determining the value of personal services, material, equipment, land and other fixed assets must be documented.

2.10 Streamlined Reporting

Depending on your agency's eligibility, we may grant you a waiver from submitting supporting documents with your monthly cost reports for expense reimbursement. Your agency is not eligible for this waiver if you are new to CDBG/ESG; have past compliance or performance problems; have experienced turnover in key staff; are carrying out high risk activities as acquisition, housing, planning and economic development; or are undertaking multiple funded activities for the first time. Also, streamlined reporting never applies to 3rd party subcontracts, equipment or travel expenses.

2.11 Internal Controls for Accounting and Record-keeping

Your agency shall maintain internal controls on cash disbursements, cash receipts, payroll, and inventory of assets. At minimum you are required to maintain a general ledger, a system for maintaining information on unpaid bills (accounts payable), and a cash disbursement journal. All records must be kept for four years. When requested, you are required to provide current information on all accounting transactions in a standardized, acceptable format. Transactions must be properly accounted for and recorded.

Generally, we expect the following:

- I. Accounting records must be accurate, current, and provide for complete disclosure of each project or program;
- II. Monthly financial reports must be prepared on a timely basis;
- III. Financial reports must be made available to the Executive Director and to the board of directors on a regular basis;
- IV. Funds, property and other assets are safeguarded against loss from unauthorized use or disposition;
- V. Your agency complies with all appropriate federal, state and local regulations and compliance supplements;
- VI. You submit appropriate federal, state and local information returns, including taxes and audits, on time.

2.12 Cash Disbursements

A cash disbursement journal must provide the following detail: date of check, check number, payee, amount of check, and columnar description of the expense account to be charged. Your internal controls on cash disbursements must include:

- I. Disbursements should be made by pre-numbered checks;
- II. Voided checks should be retained;
- III. A prohibition on checks made payable to "cash;"
- IV. A prohibition on pre-signed checks;
- V. Check signing authority must be vested in persons at appropriately high levels in the organization. Signatures on checking accounts must include the agency director or fiscal manager and one officer of the board. The board may designate an alternate signatory by written notification.
- VI. Bank statements and canceled checks should be received and reconciled by someone independent of the authorization and check-signing function;
- VII. Paid invoices should be marked "*paid*" with the date, number and amount of check.

2. FINANCIAL MANAGEMENT

2.13 Accounts Payable

Your agency's internal controls on accounts payable must include:

- I. Payments that are recorded in an accounts payable register to avoid duplicate payments;
- II. Unpaid invoices that are maintained in an unpaid invoice file.

CHECKS
PAYABLE
TO CASH
& PRE-
SIGNED
CHECKS
ARE NOT
ALLOWED

2.14 Petty Cash

Your agency's internal controls on petty cash transactions must include:

- I. A policy on limiting the amount that can be reimbursed from a petty cash fund;
- II. A transaction record providing a description of the expense, name of employee being reimbursed, and supporting documentation (receipts, invoices, etc.).

2.15 Cash Receipts

Your cash receipts journal must provide the following detail: date of deposit, name of payer, amount of deposit, and a columnar description of the account credited. Internal controls must include:

- I. Checks that are endorsed "For Deposit Only;"
- II. Pre-numbered deposit slips that are used to record moneys received.

2.16 Payroll

Your agency's internal controls on payments to employees for salary and wage expenses must include:

- I. Employee records maintained for each employee that include detail wage rates, benefits, taxes withheld and changes in employment status;
- II. Detailed time reports documenting employee hours and signed by the employee and supervisor are required (total time and hours worked each day);
- III. Payroll related taxes withheld and paid to federal and state agencies on a timely basis;
- IV. Written policies and procedures for accounting for vacations, holidays, sick leave and other benefits;
- V. A list of payroll checks and withheld taxes maintained through the cash disbursement journal or a separate payroll register;
- VI. A policy against salary advances from CDBG/ESG funds;
- VII. A policy against using CDBG/ESG funds to compensate employees for claimed activity or benefit after the termination date of the grant agreement.

2.17 Inventory of Fixed Assets

Your agency's internal record keeping on fixed assets must include:

- I. Records for land, buildings, furniture, and equipment purchases in a fixed asset ledger (inventory record); and
- II. Inventory records that include inventory item, equipment serial number, location, date of acquisition and cost.

3. PROGRAM MANAGEMENT

3.1 Internal Controls and Record-Keeping

The Mayor's Office requires reasonable assurance that only eligible individuals receive assistance, specifically low and moderate-income city residents. Accordingly, your internal control procedures must include the following:

- I. verifiable records on clients and client services that are maintained for at least four years following the completion of program activities;
- II. conflict of interest statements for staff persons who determine the eligibility of program recipients;
- III. verbal and written communication to staff on how to determine and document client eligibility;
- IV. staff training on eligibility determination procedures and manuals that outline the process;
- V. procedures to ensure that access to client records is limited to the appropriate persons;
- VI. periodic reviews by management to monitor the effectiveness of your internal procedures, and to check client documents to ensure the quality and accuracy of information collected by staff persons; that staff adheres to your agency's internal controls, that clients have signed all necessary documents, and that the information used to document client eligibility is accurate.
- VII. consider developing a checklist to assist staff in determining and documenting eligibility of clients served.

HUD requires agencies that receive federal funds to comply with 24 CFR Part 84 also referred to as OMB Circular A-110, *Uniform Administrative Requirements for Grants and Cooperative Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations*). The U.S. Office of Management and Budget (OMB) requires agencies that receive federal funds to comply with OMB Circulars A-122, *Cost Principles for Non-Profit Organizations*; and A-133, *Audits of Institutions of Higher Education and Other Non-Profit Organizations*.

Do an internal review of client and program files before the MOCD site visits.

3.2 Monitoring and Site Visits

HUD requires MOCD/MOH to ensure that your agency's performance is adequate and complies with all applicable regulations. HUD expects us to take appropriate action when performance problems arise. We accomplish this through programmatic evaluations that include monthly reports and site visits. Your program performance is a key factor in determining the disbursement of contract payments and the continuation and/or renewal of the grant agreement.

During each program year, MOCD/MOH program and fiscal staff will visit your agency to monitor the program and your compliance with local and federal requirements and to offer any technical assistance you may need. Areas that we may annually review include:

- I. Program performance - are program goals being met and do your reports accurately reflect your accomplishments?
- II. Client files - are CDBG/ESG funds solely being used to serve eligible clients?
- III. Technical Assistance - what assistance does your agency need to enhance your program accomplishments?
- IV. Record-keeping systems- do you have adequate internal record-keeping systems for both client records and general programmatic records? Do you maintain these records for four years following the completion of the assisted activities?
- V. *Client Records*: Grants coordinator will interview staff, review written procedures and review client and programmatic records to ensure that you are collecting the appropriate client documentation to determine eligibility, and that client privacy is ensured. We suggest that your filing system clearly delineate CDBG/ESG assisted beneficiaries from other clients.
- VII. *Programmatic Records*: Grants coordinators will review programmatic records including documentation related to procurement, property management and fiscal management. If your agency has contracted out for any services/materials with CDBG/ESG funds, then we will want to see documentation related to such contracts which would include outreach to potential contractors, bids, subcontracts, as well as your written bidding procedures, and conflict of interest procedures.

Once monitoring visits have been completed, we will inform you if corrective action is needed.

3.3 Reports

In order to assist MOCD/MOH staff in assessing your performance, we have developed a variety of reports. Some reports track monthly progress, while others track semi-annual and annual performance.

- I. Monthly Reports and Annual Reports

PROGRAM AND MONTHLY COST REPORTS MUST BE SUBMITTED TOGETHER TO GRANTS COORD.

Your agency should submit program and financial reports together on a monthly basis not later than the tenth calendar day of the month following the report period. Please refer to the Monthly Report Guide in the tab section of the binder for a description of the various forms and copies of all forms that may be necessary for your agency to complete on a monthly basis.

II. Semi-Annual Evaluation Reports

Six months into the program year, your grant coordinator will send out an evaluation report for you to complete. This report will be reviewed by staff to help determine program progress. The evaluation will also be used to guide MOCDD, MOH and the Citizen's Committee on Community Development in funding decisions for the following year.

Send reports to your grants coordinator at the following address:

Mayor's Office of Community Development or Mayor's Office of Housing

Your grant coordinator's name
25 Van Ness Avenue, Suite 700
San Francisco, California 94102

4. GENERAL ADMINISTRATIVE PROCEDURES

4.1 Employment Policies

- I. Equal employment opportunity: Do not discriminate against any employee or applicant for employment on the basis of race, color, creed, national origin, ancestry, age, sex, sexual orientation, or disability in hiring, promotions, demotions, transfers, recruitment, advertising; layoff, termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Post a non-discrimination policy in a conspicuous place accessible to all employees and applicants for employment. Establish equal employment opportunity policies and procedures that are fair and equitable to all classifications of employees. Do not arbitrarily administer these policies to deny an employee benefits or consideration normally available to other employees. Consider all applications for employment and promotion on the basis of qualification, ability, and experience. Do not offer employment as a reward for political support of any party or candidate.
- II. Maintain employment policies and procedures that address recruitment, hiring, promotion, demotion, suspension, termination, and grievances and include written job descriptions with qualifications, salary schedule, and benefits, and the line of authority of staff persons. Maintain adequate employment records for every staff person.
- III. Inform us in writing of any hiring, promotion, demotion, suspension, and/or terminations of any CDBG/ESG-funded staff person. Forward to us a copy of the resume of any new staff person hired with CDBG/ESG funds. Also, inform us of any appointment or resignation of members of your board.
- IV. If your agency provides care to minor children, verify every employee's suitability to have contact with children. Your verification process must adhere to the regulations of the Cali

4. GENERAL ADMINISTRATIVE PROCEDURES (NON FINANCIAL)

V. f. n. o. r. n. i. a State Department of Social Services, Community Care Licensing Manual, Section 80019, Criminal Record Clearance.

4.2 First Source Hiring Program

First Source links economically disadvantaged persons to entry-level jobs in the public and private sectors. If your agency receives \$200,000 or more in city funding, you must participate in First Source. Agencies receiving less than \$200,000 are encouraged to participate. To participate, sign and submit the First Source Agreement (Appendix C of the Grant Agreement) with the grant agreement. Also, inform us of job openings as they arise by completing Form J: Job Announcement and faxing it to 252-3110.

4.3 Policy on interest for employees, agents, consultants, offices, and officials

Except for approved eligible administrative or personnel costs, no employee, agent, consultant, officer or official of the city, your agency or any other subrecipient, who exercises or has exercised any functions or responsibilities with respect to activities assisted by CDBG/ESG funds or who is in a position to participate in a decision making process or gain inside information with regard to such activities, may obtain a personal or financial interest in or benefit from the activities assisted under the grant agreement. Nor can any of the aforementioned persons or agencies have an interest in any contract, subcontract or agreement with respect thereto, or in the proceeds thereunder, either for himself or herself or for those with whom he or she has family or business ties, during his or her tenure and for one year thereafter.

4.4 Prohibition against Lobbying Activities

Your agency may not seek reimbursement from CDBG/ESG funds for activities related to lobbying elected officials and others.

4.5 Separation between Church and State

The CDBG/ESG regulations prohibit agencies from using these federal funds for religious-oriented activities. While these funds can be used by primarily religious organizations to carry out certain activities, such organizations must agree to not:

- I. discriminate against employees or prospective employees on the basis of religion,
- II. deny services to persons based upon religious preference,
- III. provide religious instruction, conduct services or proselytize, or otherwise exert religious influence in the provision of such public services.

Additionally, an agency can lease space in a religious facility to provide services, but the space being used must be free of religious influences.

4.6 Gifts and Gratuities

Your employees are prohibited from accepting gifts, money, and other gratuities from persons who are receiving benefits or services from your programs, performing a service under contract, or are otherwise in a position to benefit from an employee action.

4.7 Equipment Purchases and Subcontracts

Before buying equipment or entering into a subcontract agreement follow the instructions in Form H: Request for Approval of Subcontract and Equipment Purchase; and submit form H to MOCD/MOH for approval. **Equipment purchases of \$500 or more and subcontract expenditures will not be reimbursed unless we have approved form H.** For reimbursements for purchases under \$500, submit a copy of the invoice or purchase order with your Monthly Cost Report. For HUD and local procurement regulations, look in the OMB Circular A-110, and the San Francisco Administrative Code, Chapter 12 B: Non-discrimination in Contracts, and Chapter 12 D: Minority/Women/Local Business Utilization Ordinance. In addition, incorporate the following procurement principles in your agency's internal control procedures.

- I. Spend wisely: Don't buy unnecessary items; have authorized officers approve purchases and subcontracts; pay vendors after the order is inspected and authorized; pay contractors after they fulfill the terms of the contract; verify that vendors and contractors are licensed, insured and comply with laws and regulations; do price and cost analyses to get the most for your money; and document every subcontractor's performance for future reference.
- II. Avoid conflicts of interest: Don't do business with firms where any of your officers, employees, agents, or their family have a direct or indirect financial interest or are negotiating employment; and don't accept gifts or gratuities from current or potential vendors or contractors.
- III. Promote open and free competition: Eliminate unnecessary technical requirements that unduly restrict competition; if one subcontractor develops or drafts the specifications for a job, exclude that subcontractor from the competition to eliminate unfair advantage.
- IV. Make good faith efforts to use local, minority and women-owned firms: Find these firms through the Human Rights Commission's MBE/WBE/LBE Directory (www.ci.sf.ca.us/sfhumanrights).

4.8 Construction Contracts

If your agency has been awarded a grant for a construction project, do not use this manual. Consult with MOCD/MOH to obtain a Bidding and Contracting Manual, which has all the requirements for construction projects. Please note that maintenance and minor repairs of your facility are not considered construction activities.

4.9 Required Subcontracting Provisions

Your agency is required to comply with a number of federal and local laws and requirements set forth in the Required Subcontracting Provisions, which are attached at the end of this manual. In addition, your agency is required to attach the Required Subcontracting Provisions to all subcontract agreements entered into involved in completing the terms of the grant agreement.

4.. GENERAL ADMINISTRATIVE PROCEDURES (NON FINANCIAL)

4.10 Section 504 of the Rehabilitation Act and Title II of the Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) requires all state and local governments, and all agencies that subcontract with state or local governments, to be accessible to and usable by persons with disabilities. Section 504 of the Rehabilitation Act makes similar requirements for recipients of federal funds.

Your agency must comply with Section 504 of the Rehabilitation Act and Title II of the ADA, and any other applicable federal, state and local disability rights legislation. Use the following programmatic and physical accessibility guidelines to assist you in complying:

- I. Make Reasonable Modifications - Make reasonable modifications in your practices, policies, and procedures to ensure that all program services and other activities provided to the general public are equally accessible and usable by persons with disabilities. Sometimes, it is necessary to treat people differently in order to ensure equal access. Examples of reasonable modifications include: providing additional help with the application process, changing appointment times, or providing flexible meeting times, and waiving a requirement to allow a person with a disability to maintain your service or benefit. However, reasonable modifications should be provided whenever a person with a disability requests them, and when they are "reasonable," that is, they do not fundamentally alter the way your program does its work. Your staff should be trained in how to provide accommodations to people with disabilities, and what to do if a requested change cannot be provided.
- II. Provide an Integrated Program - Provide program services and other activities to persons with disabilities in an integrated setting, unless separate or different measures are necessary to ensure equal opportunity.
- III. Examine Eligibility Criteria - Eliminate unnecessary eligibility standards or rules that deny persons with disabilities equal opportunity to receive services and participate in activities. Most discriminatory eligibility criteria or rules are entirely unintentional. It is important to examine the requirements for participation in your program to consider whether any criteria might inadvertently screen out people with disabilities. Including an expert on disability issues, or a range of people with disabilities in this process is helpful.
- IV. Ensure Communication Access - Furnish auxiliary aids when necessary to ensure effective communication. Your program is expected to be able to provide its materials in alternative formats (e.g. large print, Braille, tape, or provide a reader for people with visual impairments), and to be able to communicate with people with hearing impairments either through a TTY machine, or the California Relay Service. Staff should be trained and able to make these accommodations.
- V. Provide equivalent transportation services. If your program provides transportation to any of its participants, you need to be sure that all people, including wheelchair users, are able to use these transportation services.

5. IMPORTANT PHONE NUMBERS AND WEB ADDRESSES

- VI. Maintain accessible features in your facilities and equipment. The most common item this refers to is elevators and rights of way. Elevators must be maintained in good working order, and staff should be trained not to place furniture in ways that would block wheelchair access.
- VII. Assess Architectural Accessibility. As a city-funded program, you are NOT necessarily required to be architecturally accessible. However, the City does need to know which of its programs are accessible, which may need funding to create accessibility, and which are completely inaccessible. You need to have a professional site review conducted in order to give MOCD/MOH a report on your site.
- VIII. Construction or Renovation Requirements. When constructing or renovating your facilities, you are required to follow the ADA accessibility guidelines.

4.11 Public Access Requirements, City Administrative Code Chapter 12L

If your agency receives \$250,000 or more per year in city funding, you are required to open two typical board of director's meetings per year to the general public, make certain financial documents publicly available, and encourage members of the community you serve to join your board of directors. Refer to the Sunshine Question and Answer sheet in the tab section of the binder.

4.12 Funding Acknowledgment and Press Releases:

When your agency publicizes newsworthy program accomplishments and activities, including activities supported with CDBG funds, we request that you identify the Mayor's Office and the CDBG or ESG program in all publications, press releases, brochures, and other material resulting from activities, events, projects or programs supported with these funds. This acknowledgment should identify the project as: *"Funded by the Mayor's Office through the Community Development Block Grant Program."*

5. IMPORTANT PHONE NUMBERS AND WEB ADDRESSES

| | | | |
|---|--------------------------|----------------------|--|
| Mayor's Office of Community Development | General Line Fax Line | 252-3100 252-3110 | |
| Mayor's Office of Housing | General Line Fax Line | 252-3177 252-3140 | |
| Director (MOCD) | Pamela David | 252-3150 | Pamela_david@ci.sf.ca.us |
| Assistant Director (MOCD) | Eugene Coleman | 252-3167 | Eugene_coleman@ci.sf.ca.us |
| Program Manager (MOCD) | Joe Lam | 252-4694 | Joe_Lam@ci.sf.ca.us |
| Fiscal Manager (MOCD and MOH) | Roger Sanders | 252-3157 | Roger_Sanders@ci.sf.ca.us |
| ESG Manager (MOCD) | Jon Pon | 252-3152 | Jon_Pon@ci.sf.ca.us |
| Econ. Dev. and MEA Manager (MOCD) | Al Lerma | 252-3134 | Al_Lerma@ci.sf.ca.us |
| Grants Coordinators (MOCD) | Dorothy Cox | 252-3161 | Dorothy_Cox@ci.sf.ca.us |
| | Nathaniel Harris | 252-3163 | Nathaniel_Harris@ci.sf.ca.us |
| | Hazel Jones | 252-3132 | Hazel_Jones@ci.sf.ca.us |
| | Toni, Kaplanis | 252-3164 | Toni_Kaplanis@ci.sf.ca.us |
| | Doris Lee | 252-3111 | Doris_Lee@ci.sf.ca.us |
| | Martha Villazon | 252-3173 | Martha_Villazon@ci.sf.ca.us |

www.ci.sf.ca.us/mocd

- Sample Grant Agreement
- Operating Procedures Manual
- Budget & Monthly Cost Report Forms
- Program Reporting Forms

www.sfhumanrights.org/lgbth

- S.F. Administrative Code Chapter 12b

www.ci.sf.ca.us/sfhumanrights

- Minority/Women/Local Enterprise Business Directory

www.whitehouse.gov/wh/eop/omb/grants/

- OMB Circular A-110 *Uniform Administrative Requirements for Grants and Cooperative Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations*
- OMB Circular A-122 *Cost Principles for Non-Profit Organizations*
- OMB Circular A-133 *Audits of Institutions of Higher Education and Other Non-Profit Organizations*
- OMB Circular A-133 Compliance Supplement Part 6 - Internal Control
- 24 CFR Part 84

www.hud.gov/olr/olr_int2.html

- Labor Standards & Davis-Bacon/Prevailing Wage

www.gsa.gov/

Listing of Suspended or Debarred

5. IMPORTANT PHONE NUMBERS AND WEB ADDRESSES

| | | | |
|---------------------------|-----------------|----------|--|
| Fiscal Program Supervisor | Bert Goce | 252-3175 | Bert_goce@ci.sf.ca.us |
| Fiscal Coordinators | Flor Bugarin | 252-3125 | Flor_bugarin@ci.sf.ca.us |
| | Connie Cayabyab | 252-3176 | Connie_cayabyab@ci.sf.ca.us |
| | Rudy De Mesa | 252-3124 | Rudy_demesa@ci.sf.ca.us |
| | Ray Dominia | 252-3195 | Ray_dominia@ci.sf.ca.us |
| | Rolly Jayin | 252-3112 | Rolando_jayin@ci.sf.ca.us |
| | Mirlo Medina | 252-3196 | Mirlo_medina@ci.sf.ca.us |

